
Terminal Business Service (ATB): Introduction & Overview

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National Air Traffic Supervisors Committee

St. Mary's, Georgia



Background

- Things will be changing
 - AIR 21 legislation that created the Chief Operating Officer (COO) and the Management Advisory Council (MAC)
 - The MAC is in place
 - The ATS Subcommittee has met several times
 - President Clinton's executive order establishing the Air Traffic Organization as a performance-based organization
 - Designation of Norman Mineta as Secretary of Transportation
 - Aviation is a special interest of the new Secretary
- We are at a crossroads



Why Change?

- NAS modernization is not finished
 - We have had successes and we have had missteps
 - The successes were difficult to attain
 - There is much work left to be done
- STARS
- We are the *only* ones who know what needs to change and who have the power to do it
 - We acknowledge that we created the system
 - We have the ability to change it and make it better

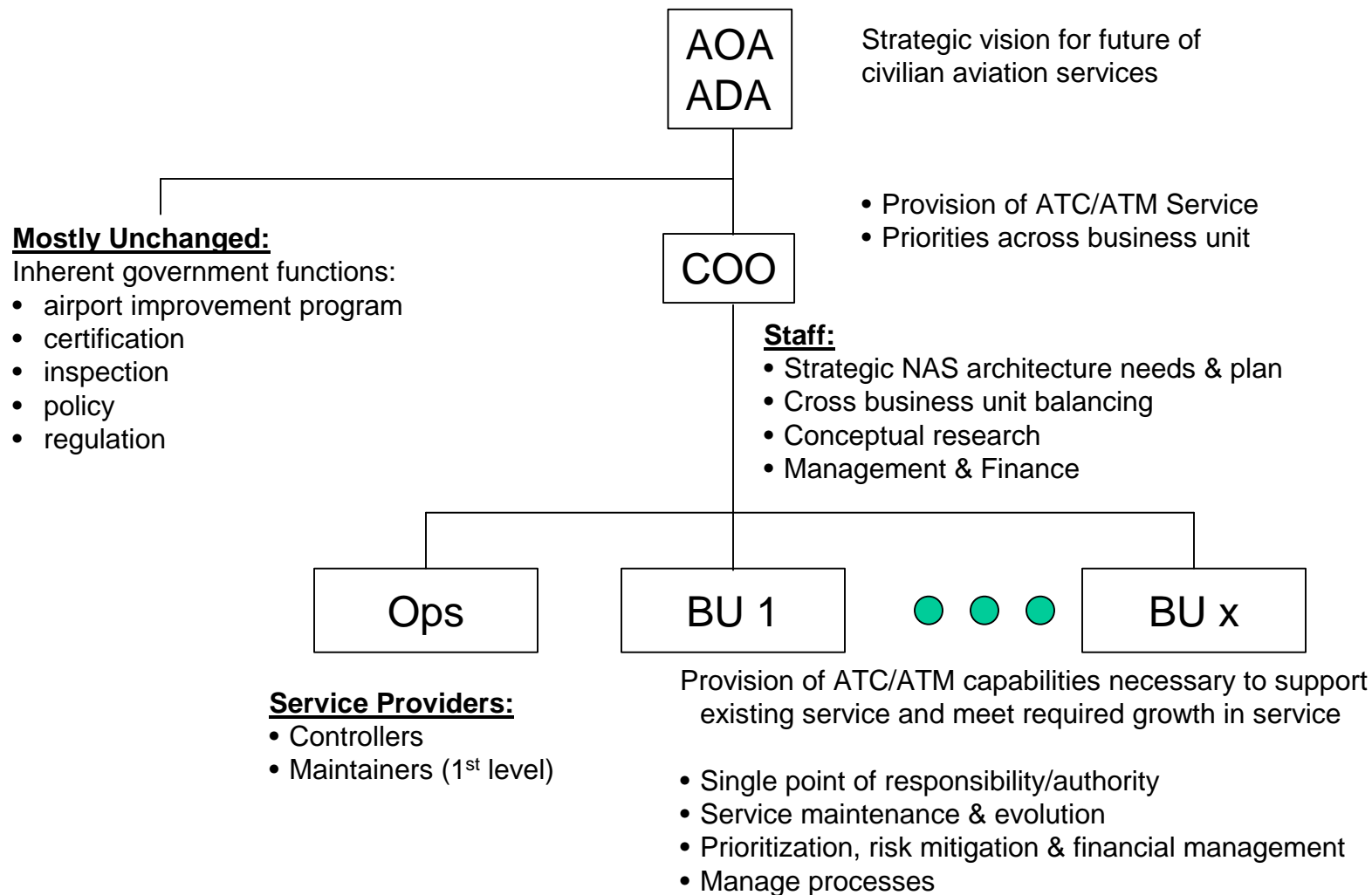


The Opportunity

- The new organization will integrate acquisition and operations--to the benefit of both
- This is the next step on the path of successful NAS modernization
- It is a common sense solution
- We can lead the agency as it becomes a performance-based organization (PBO)



Context Assumption



Where Are We Now?

Core Processes	AUA	AND	ASU	ACT	AOS	ASD	ATP	ATQ	AFZ ATX	ARX	ARR	ARU	ARN	ARW	Axx	ANI	ANS	Union	AVN	AMA	AOZ	ASR	AOP	AML
Define it																								
Refine allocated requirements	X	X		X	X	X	X			X	X	X	X	X	X		X	X			X			
Validate needs	X	X			X	X	X			X	X	X	X	X	X		X	X			X		X	X
Refine and coordinate	X	X			X	X	X				X	X	X	X				X			X			
Develop interface requirements	X	X		X	X	X	X				X	X	X	X				X			X			
Allocate requirements	X	X			X	X			X		X					X	X	X			X			
Analyze and prioritize requirements					X		X				X	X	X					X					X	
Capture & baseline requirements	X	X			X	X	X				X	X	X	X			X	X			X			
Design it																								
Translate operational requirements into life-cycle system specifications	X	X			X	X						X	X	X				X		X	X		X	X
Conduct trade-offs for life-cycle requirements	X	X		X	X	X						X	X	X				X		X	X		X	X
Develop/refine architecture	X	X		X	X	X						X	X	X				X			X			
Define interfaces	X	X		X	X							X	X	X		X		X			X			
Develop design	X	X			X							X	X	X				X			X			
Validate design	X	X		X	X							X	X	X		X	X	X			X			
Place design under CM	X	X			X																X			
Build it																								
Implement system design	X	X		X	X																X			
Test system components	X	X		X	X							X	X	X				X			X			
Develop documentation	X	X		X	X													X			X			X
Develop training material	X	X		X	X				X									X		X	X			X
Integrate system	X	X		X	X																X			
Execute system level testing	X	X	X	X	X			X				X	X	X	X			X			X		X	X
Conduct deployment readiness	X	X		X	X											X	X	X	X		X			
Deliver it																								
Develop individual site plan	X	X		X	X											X	X	X	X		X			
Deliver, install & check-out hardware																								
Develop and maintain site adaptation	X	X			X											X	X	X	X		X			
Deliver, install & check-out system	X	X		X	X											X	X	X	X	X	X			
Conduct training	X	X			X				X			X	X	X	X	X	X	X	X		X			
Upgrade site specific documentation	X	X			X											X	X	X	X		X			
Conduct JAI	X	X	X		X			X				X	X	X	X	X	X	X	X		X		X	
Transition system to operational status	X	X			X		X					X	X	X	X	X	X	X	X		X			
Support It (2nd Level)																								
Collect & document problem information					X		X		X		X	X	X	X	X	X	X	X		X			X	X
Provide 24/7 phone or on site assistance, as necessary					X											X								
Determine cause of problem					X		X		X							X	X	X	X					X
Provide problem fix					X											X	X	X	X	X				
Identify development needs	X	X			X		X		X		X	X	X	X	X	X	X	X	X		X	X		X
Capture problems for further analysis					X		X		X	X						X	X	X	X				X	X
Provide feedback to problem/recommendation originator					X		X		X							X	X	X	X		X			X



Terminal Business Service: ATB

Mission:

The provision of integrated terminal
air traffic control capabilities

Key Deliverables



Terminal Business Service

- People and resources aligned against the most critical needs
 - Coordinated investment and risk management
 - Integrated planning across projects
 - A structured replanning methodology that limits distribution to other activities
 - Communication across the entire organization that leads to improved decision making and coordinated action
- People at every level of the organization focused on provision of integrated capabilities



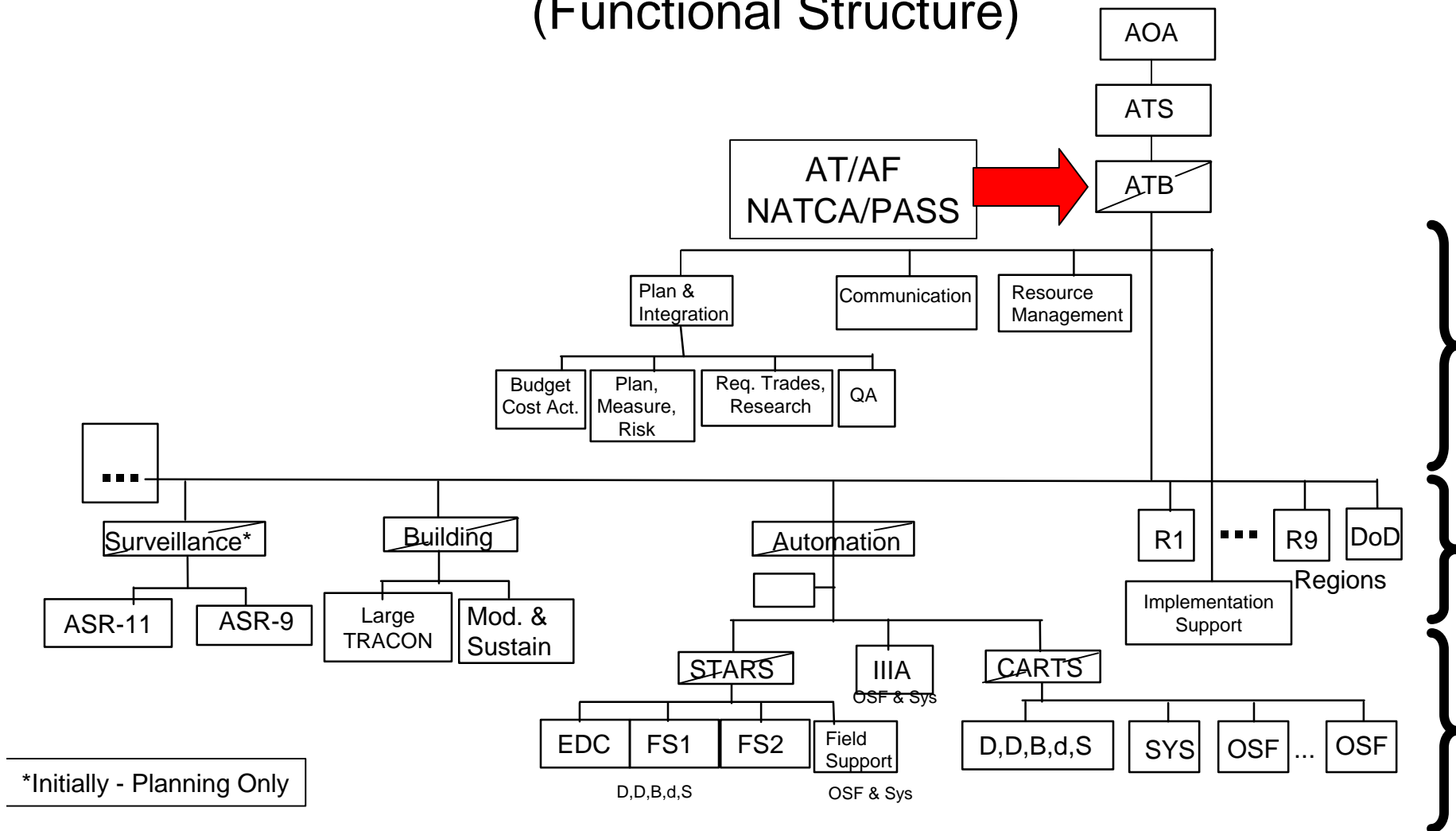
Terminal Business Service

- A single set of shared priorities
 - Accountability associated with provision of integrated capability
 - Decision making that is timely, at the appropriate level, and closer to the point of service delivery
- Responsibilities
 - Provide terminal air traffic control capabilities to controllers and systems specialists (controllers and systems specialists are outside ATB)
 - Begins with allocating requirements within ATB and continues through 2nd-level maintenance
 - Integrates planning and funding
 - Merges processes (to provide better hand-offs, transitions)



Terminal Business Service (ATB)

(Functional Structure)



Scope of ATB

- Initial scope
 - Integrated planning for automation, buildings, surveillance, communications, and weather
 - Execution of automation and buildings programs
 - From requirements to second-level maintenance
- Personnel - 300+
- Budget Line Items
 - Budget Line Items - plan 31, execute 17
 - CIP items - plan 54, execute 22
- Total integrated budget of close to \$1B
 - Combines F&E & Ops



Purpose of ATB

- Alignment
- Integration
- Stability
- Equity



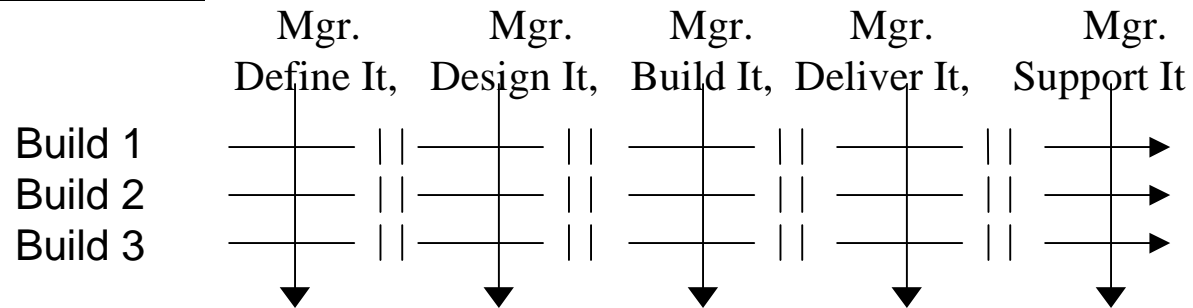
Alignment

- Change in accountability: Employees are accountable to the work, not to the functional structure
- We are measured against different criteria
- Not just deployment of equipment--provision of integrated capabilities
 - We do not get rewards for delivering--we are accountable for how it works today and in the future

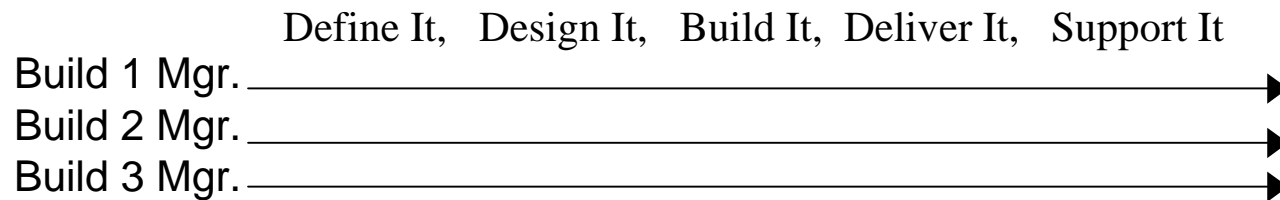


ATB Accountability

Before ATB



After ATB

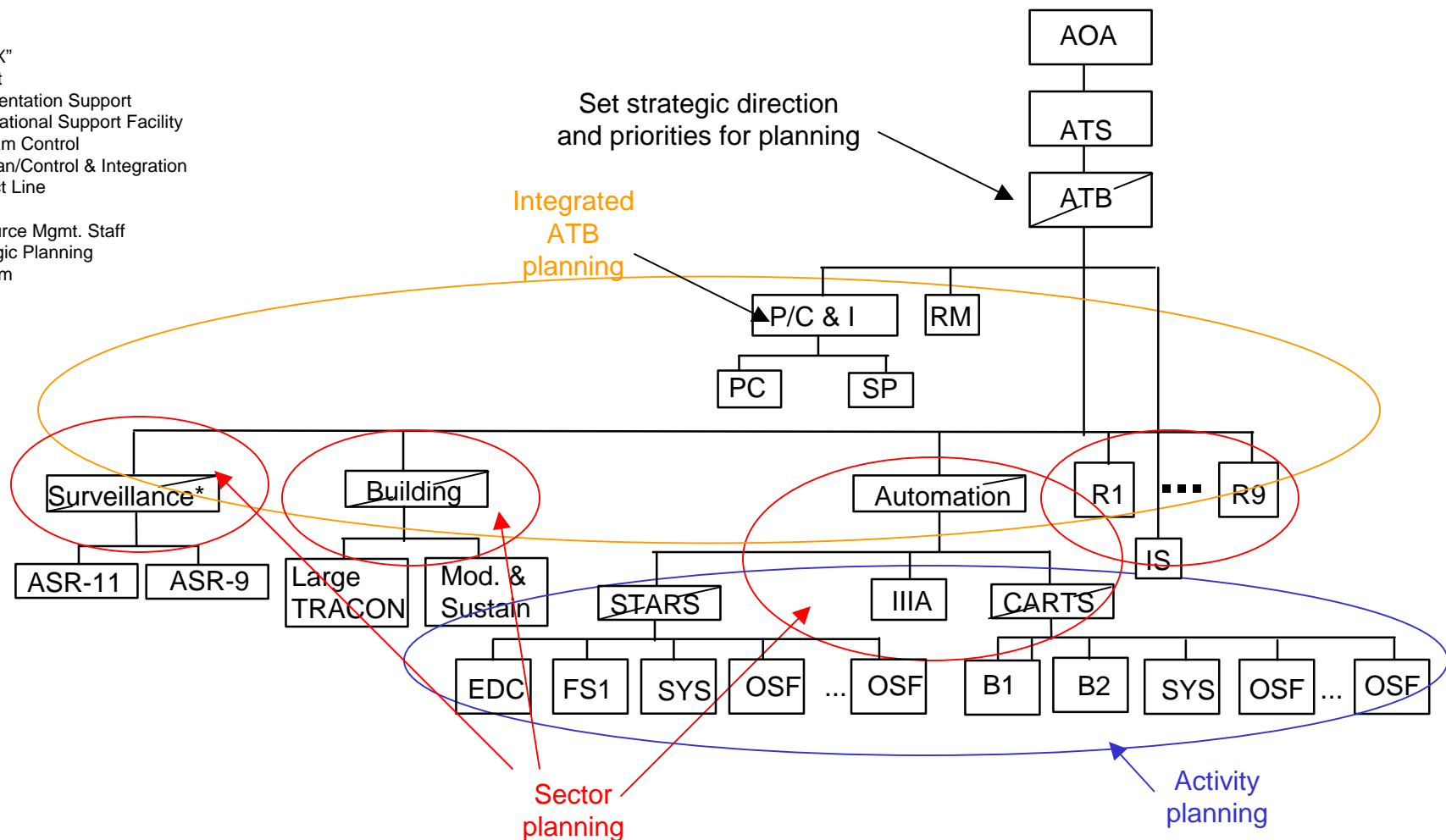


Integration

- Success will be measured against the provision of integrated capabilities
 - What the customer needs, when the customer needs it
- Integrated planning based on needs
 - One shared set of priorities
 1. The public
 2. Aviation community
 3. Service partners
 4. ATB employees
 5. FAA management
 6. Executive and legislative branches
- Integrated execution



Bx - Build "X"
D - Define It
IS - Implementation Support
OSF - Operational Support Facility
PC - Program Control
P/C & I - Plan/Control & Integration
PL - Product Line
R - Region
RM - Resource Mgmt. Staff
SP - Strategic Planning
Sys - System



*Initially - Planning Only



Stability

- Budgets change; things happen
- We are designing an organizational process that stabilizes us against budget changes and does not amplify them
- Politics will always be a factor

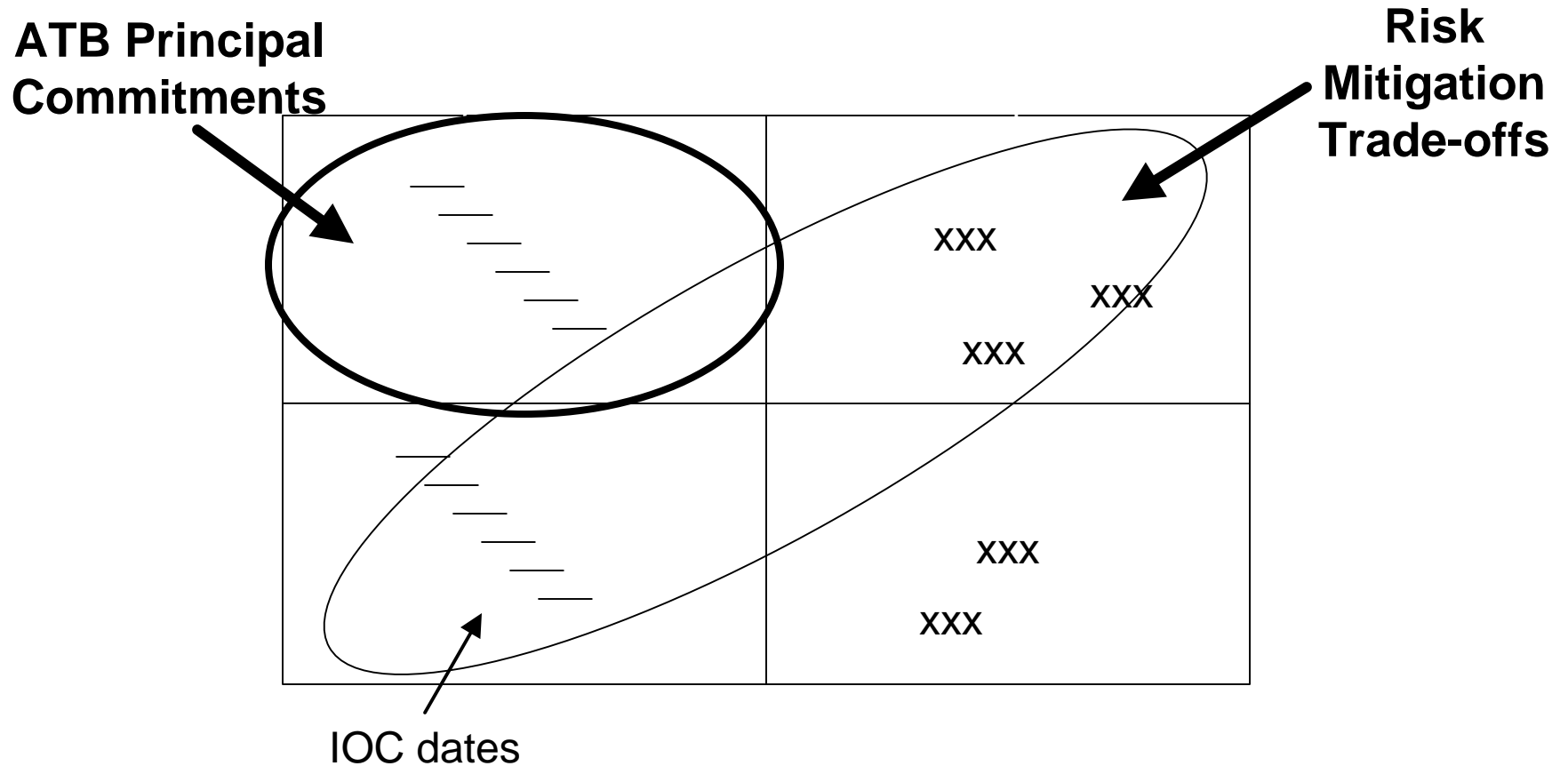


Equity

- All urgent requirements get the same treatment, no matter where they originate
 - Risks that develop in the Regions are treated just like risks that are identified at Headquarters



ATB Budget Trade-Offs

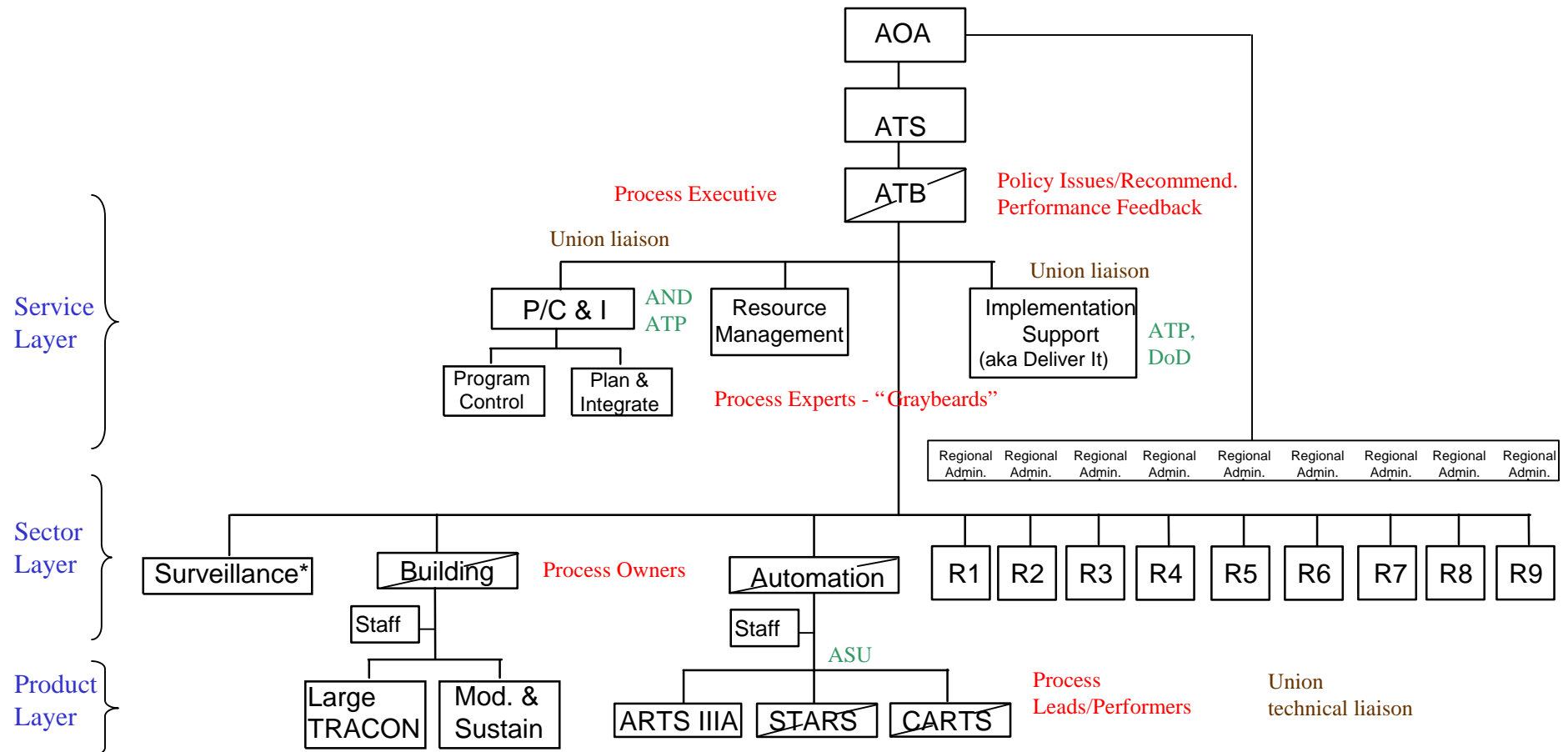


Regional ATB Organization (ATB-101/109)

- Nine Terminal Business offices, one in each Region
- The role of the ATB-100 will be to
 - Collect the information used to define the work plan
 - Reach agreement on Regional priorities
 - Participate in defining national priorities and the work plan
 - Ensure the work plan can be executed by the Region
 - Execute the work plan
- ATB-100s are fully integrated members of the ATB management team.
- Regional Administrators will
 - Act as executive sponsor
 - Actively support and facilitate the ATB-100 program manager



ATB - Initial Organization Structure



- Supervisor
- Supervisor and deputy
- Team lead, non-supervisor

P/C & I - Plan/Control & Integration
R - Region
*Initially - Planning Only

Results We Expect To See

- Shared priorities
 - Less rework
- A single integrated plan
 - Fewer disconnects and less replanning
 - More efficient and effective use of workforce
- Integrated response to budget instabilities
 - Limit programs and capabilities affected
- Merged processes
 - Increased accountability and responsibility
 - Inclusion of all skills and people
 - Increased communication and ownership
 - Less “finger-pointing”
 - Integrated, web-based tools to manage priorities, integrated schedule, budget, CM, etc.



Integrated Planning: “PC&I”

- Pre-ATB: IPTs and PTs reported spending 60-80 percent of their time planning or replanning to accommodate change outside the team
- “Bellringing” - the first case
- Problem: ATB needed to absorb \$37M reduction in FY02 budget
 - Reduced \$8.5M bill by leveraging AUA-300 and AOS-400 resources into a common set of activities, eliminated unnecessary efforts
 - Synchronized automation and surveillance waterfalls by combining AUA-300 and AND-400 activities to free up \$28M
 - Aligned activities around individual sites to ensure a complete capability instead of focusing on quantity of individual components



PC&I: Additional Examples

- Risk mitigation planning (ASR-11)
- Response to Lockheed Martin proposal



Lessons Learned

- Schedules
 - Pre-ATB: two competing operational imperatives in play (surveillance & automation)
 - ATB: ATB business processes force integration and sequencing of automation and surveillance products
- Potomac
 - Need to accelerate consolidation of Richmond into Potomac
 - ATB showed--in real time--the consequences of changing already-defined software packages (Builds 27, 28, 29).
Sharing the information with AUA-300, AND-400, AOS-400, ANS-200



Lessons Learned

- FDIO
 - Pre-ATB: ATB has a limited set of program execution responsibilities (“what do we do with the rest of the stuff?”)
 - ATB: By adopting an airport-centric view, we acknowledge and integrate all activities at the site, even those we don’t control and those with direct dependencies.
 - FDIO example: implementation and training activities have to be staged appropriately with STARS implementation and training (can’t be two places at once).



Activities

- Ongoing coordination with AF to define “how we’ll do business”
 - Signed MOU expected DATE
- Briefings to senior management and outside groups, including OST, OMB, industry groups
- First draft of national integrated workplan expected May 4
- Regional Design Team has been active since January defining the roles and responsibilities of the ATB-100s



Activities (cont.)

- Union negotiations to begin mid-May
- Draft strategic plan is under development
- Daily attendance at the AF “7:10” meeting
- Information website is operative:
 - www.faa.gov/ats/atb
- Working group has researched toolsets
 - Presented results of their study on April 5
 - Decision and implementation to follow by mid-May





Frequently Asked Questions

- Why are we doing this?
 - To address agency performance issues
 - To make better use of resources
 - To put the agency on a firm business footing
 - To provide a single point of accountability
- What are the three things that ATB will do?
 - Integrate planning and funding
 - Merge processes (to provide better hand-offs, transitions)
 - Leverage the work force



Frequently Asked Questions (cont.)

- Is this just a way to “fix” STARS?
 - No, STARS is only the catalyst. It’s driving the timing, not the design. The Administrator decided in October 2000 that she needed the business improvement right away and she couldn’t afford to delay it.
- How will this affect the unions? Which unions?
 - NATCA
 - AOS-400 OSFs
 - ANI engineers in EC/IC
 - AOS 260/270 at Atlantic City - MOU in place
 - AFSCME at FAA headquarters (two locals)
 - NFFE - ACT
 - AFGE - AOS in Atlantic City

